

Surface Warfare Officer Community Brief



CAPT Kevin Kennedy

**Director, Surface Officer Assignments
PERS-41**





Agenda

- PERS-41 Mission
- What's new in the Fleet
- Career Progression and Milestones
- Career Management





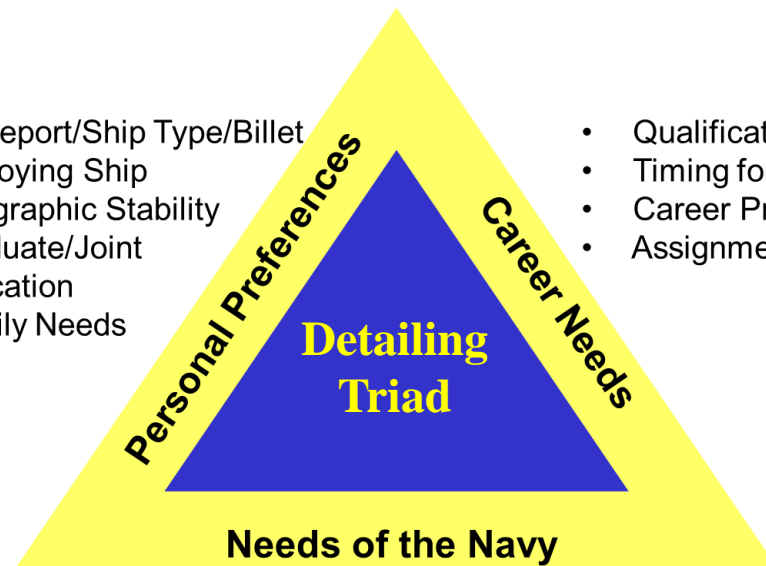
PERS-41 Mission

- Career Management
- Match talent to task
- Provide capable officers for all milestones
- Respond to Fleet needs



- Homeport/Ship Type/Billet
- Deploying Ship
- Geographic Stability
- Graduate/Joint Education
- Family Needs

- Qualifications
- Timing for Screening
- Career Progression
- Assignment Diversity



Building Strong Careers is our Job



What's going on in Surface Warfare

- Midshipman Early Ship Selection Initiative option for COs
- 15 of 17 USNA & 5 of 9 NROTC Midshipmen activated their “Blue Chip” offer in Spring 2019
- New Division Officer Sequencing Plan
 - 30 / 18
 - No MCM / LCS / CVN 1st Tour DIVOs
 - Maximize Fleet-up tours → No shortened tours
- No Staff Tours as milestones → Post DIVO / DH
- MK VI Early Command → O3 and O4 level
- Increased selectivity to serve as a DH
- First “Reward for Performance” bonus in DOD (DHRB)
 - DHRB payout schemes update
- DH Sequencing Plan Update
 - PTO Standardization
- Post DH detailing process update
- CDR CMD Board look timing update



Career Progression and Milestones



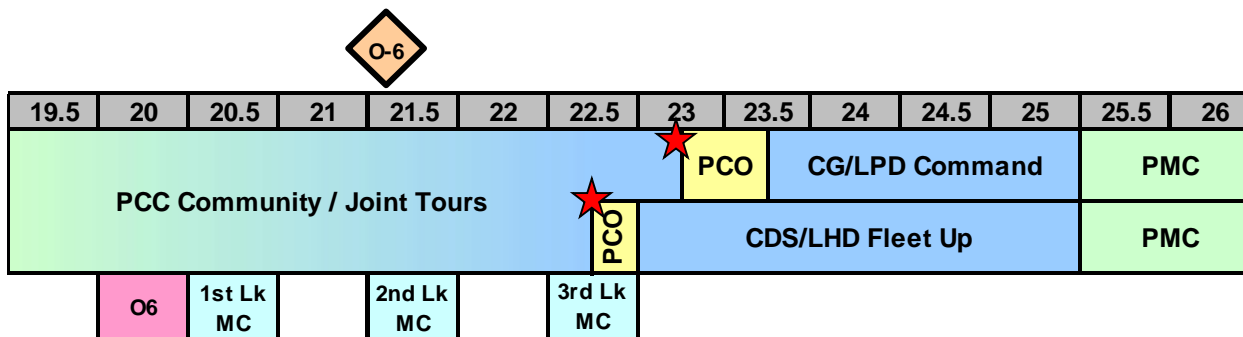
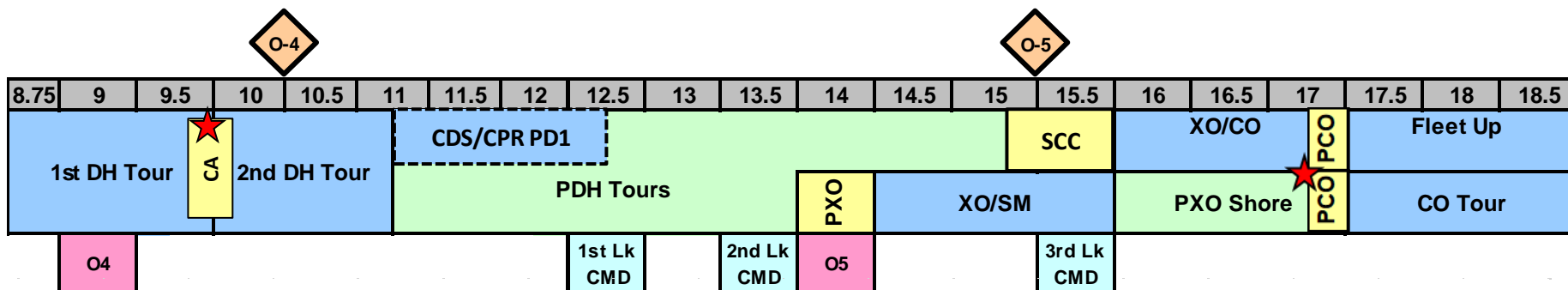
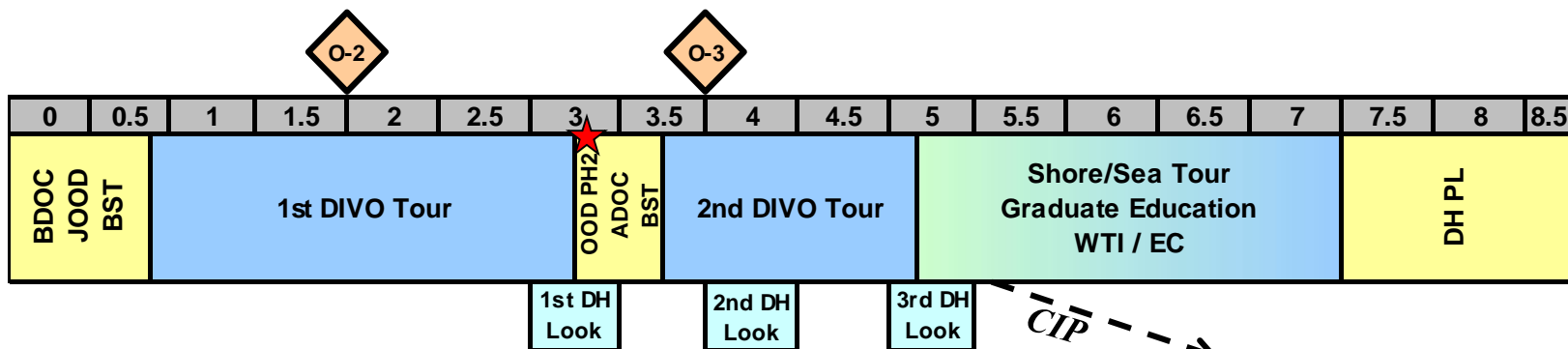


Career “Requirements”

- To be competitive for screening to Major Command an officer’s career needs:
 - Master’s degree
 - JPME Phase I
 - Community tour
 - JPME Phase II / Joint tour
 - DC tour
- Nuclear trained officers (SWO(N)) and Warfare Tactics Instructors (WTI) require a production tour in their specialized fields in addition to the above items
- These requirements can be combined, and quite often are
 - e.g. OPNAV N95/96 are both community and DC tours, many NPS curricula are both a Master’s degree and JPME Ph I, a SMWDC production tour is also a community tour, etc.
- The SWO career has five notional opportunities to complete these requirements
 - 1x post-DIVO
 - 2x post-DH
 - 2x post-CDR CMD



SWO Career Path



Maximizing Our Time On Ships

★ = Go/No Go assessment



DIVO Slating Process

- 5 sea / shore slates per year
- 6 months from PRD for sea and shore – **OOD Letter** required
- Slate input includes:
 - Qualifications (OOD, SWO, EOOW)
 - FITREP performance (Latest FITREP / Individual TA vs. RSCA)
 - Preferences / CO input & assessment
- DIVO Tour lengths are 30 / 18 mos
 - SWO-N DIVO tours remain 21 months and 28 months (nuclear tour)
- COs can still fleet up to 2nd Tour jobs (SLT)...including WTI
- If you do not earn your EOOW letter on your 1st tour, slating to an engineering billet on your 2nd DIVO tour is likely
- Again, DESRON/PHIBRON are now post-DIVO tours



Expanded Shore Opportunities...

for our MOST Talented JOs

- **FSEP (Fleet Scholar Education Program)**
 - Pursue advanced education at America's most prestigious institutions of THEIR choosing (in CONUS). Degree must have a Navy subspecialty associated with it; up to 24 months.
- **GET (Graduate Education and Teaching)**
 - Apply to a university in the National Capital Region, pursue a one year Master's Degree in ANY concentration desired, and then teach that subject area at USNA for two years.
- **LEAD (Leadership Education and Development)**
 - Pursue a Master's Degree from the University of Maryland or George Washington University, followed by a two year tour as a Company Officer at USNA.
- **TWI (Tours with Industry)**
 - The opportunity to work at Amazon, Google, LinkedIn, Apple, La Quinta, Walmart, UPS, Memphis Grizzlies, etc.
- **GEV (Graduate Education Voucher)**
 - The education voucher pays up to \$20,000 per year for a maximum of two years for graduate school education, books and most fees. This pairs nicely with the 24/12 program!
- **PMRI (Purdue University Military Research Initiative)**
 - Pursue a Master's Degree or PhD (preferred). This program is 36 months and requires Aegis experience and Dahlgren training.
- **MIT-WHOI (Massachusetts Institute for Technology - Woods Hole Institute)**
 - Obtain a Master's Degree in an Oceanography based curricula. Practical / theater ASW experience preferred.
- **Professional Initiatives Abroad**
 - Portsmouth, England - Esquimalt, Canada - Marin, Spain - Canberra, Australia - La Spezia, Italy - Mons, Belgium - Lisbon, Portugal - Toulon, France! Expand your maritime portfolio via Instructor duty, BMD planner, Future Ops Maritime, and Maritime Lab Experimenter assignments.
- **NROTC (Naval Reserve Officer Training Corps)**
 - Two to three year programs to lead, mentor, and train future Naval Officers. Master's Degree opportunities exist.

DHRB required... Attracting Top 10% of key YGs
Talent Management Board meets in August



Naval Postgraduate School (NPS)

- **Operations Analysis**
- **Computer Science**
- **Cyber Systems & Operations**
- **Network Ops and Tech**
- **Systems Engineering Analysis**
- **Systems Engineering**
- **Undersea Warfare**
- **Combat Systems (Physics)**
- **Naval/Mechanical Engineering**
- **Electrical/Computer Engineering**
- **Space Systems Engineering**
- **Space Systems Operations**

- **National Security Affairs**

- Homeland Security
- Strategy
- Middle East
- Far East/Asia
- Western Hemisphere
- Europe/Russia

- **MBA**

- Financial Management
- Manpower Systems Analysis

**THESE CURRICULA
REQUIRE DHRB**

Most curricula filled via Talent Management Board
Some billets available throughout the year for competitive slaters



A Surface Warfare Community Priority

- Expanded WTI Opportunity
 - From 2nd Tour JO to post-DH O-4s... and LDOs
 - CO's can home-grow DIVO WTIs...must be WTI-selects; engage PERS early
- Variety of Productions Tours
 - Expect to complete a post-DIVO production tour
 - Full range of commands and homeports are identified and billets properly coded that will capitalize on the tactical investment
- Graduate Education Options
 - GEV (to include 24/12), NWC (including Fleet Seminar), NPS Distance Learning, FSEP, and service War Colleges
- Selection Process – NSMWDC led
 - Seeking our most promising tactical athletes... w/ strong CO support
 - Executing a rolling application process and screening applicants into an approved "WTI Bank"... identifying, selecting and slating as early as possible

Targeting 127 Officers per year to complete WTI training
A community investment in our tactical prowess...and growth



FY 20 DH Selection Board

- 1st Look (YG 16)
 - 60% selection (474/787)
- 2nd Look (YG 15)
 - 51% selection (173/337)
- 3rd Look (YG 14)
 - 52% selection (74/142)
- Superior performance at sea was primary selection factor.
- Ship/Platform/Command, ship employment and billet assignment not factored.
- Advanced qualifications favorably viewed.
- No SWO = No Selection
- Board did not have a “Zero Defect” mentality.

Continuing to be the **most selective** DH Board process in a generation



Critical Skills Retention Bonuses

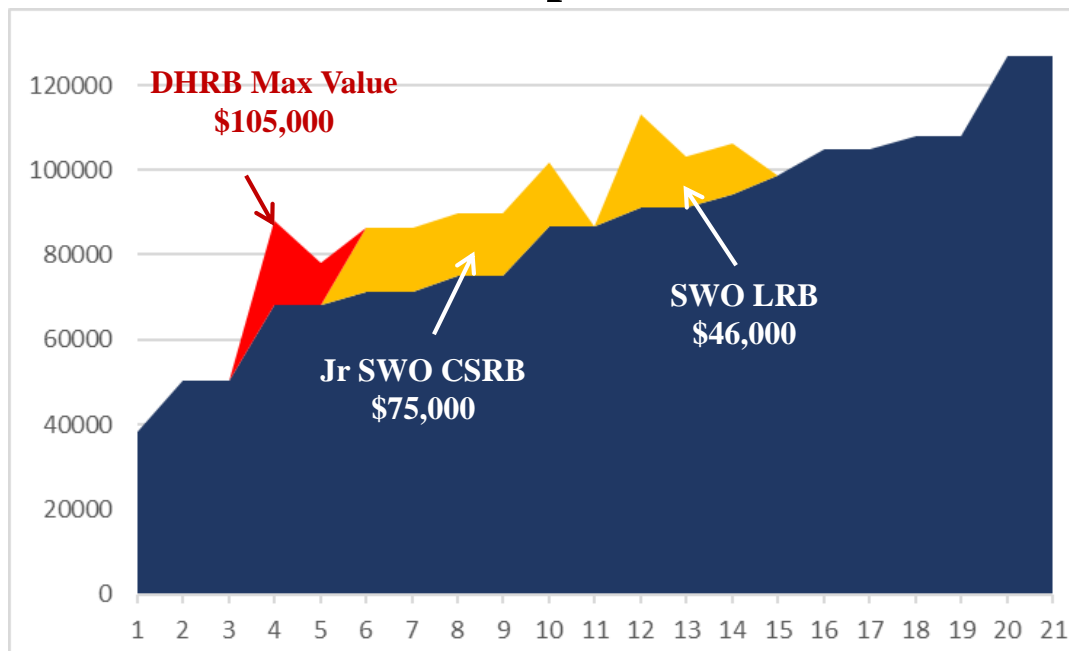
DHRB - \$75-105K

- Up to additional \$30K for screening first look and signing DH contract
 - Officers can sign DHRB up to YCS 6 and receive full payout amount
 - Signing before YCS 6 affords officers executive slating and Talent Management opportunities during Post-DIVO tour

LRB - \$46K

- \$22K on 2nd anniversary of promotion to LCDR
- \$12K on 3rd and 4th anniversary of promotion to LCDR
- Must apply between 11-12 YCS

SWO Compensation



Up to \$151K to Serve DH + 4 Years as LCDR



DH Billet Structure Changes

- Improved Ship Readiness Initiatives
 - Standardized PTO and shifting the billets to a 2nd Tour DH
 - CG, DDG, LSD, LPD, LHA/D, LCS Test
 - LCS OIC billets integrated into core crew 2nd tour DIVO billets
 - CSO Fleet-Up open to all CRUDES
 - Shifted LSD CHENG billets back to the LDOs
 - SLT CHENG onboard FLT I/II DDGs
- COs may select any DH to fleet-up to CSO or PTO, as applicable
 - Submit a written request to PERS-41; otherwise WEPS will fleet up to CSO
 - TYCOM standardized the PTO billet and BST
- Single longer tour CHENGs for Flight I/II DDGs
- All DESRON/PHIBRON DH billets are now post-DH tours

Driving Improved Readiness



Early Command

- Forward Deployed
 - 10 PCs, 4 MCMs in Bahrain
 - 4 MCMs in Sasebo
- CONUS
 - 3 PCs in Mayport
 - 3 MCMs (DECOM in MAR20), 2 MK VI Companies in San Diego
 - 4 MK VI Companies in Little Creek
- MK VI Companies each have 3 MK VI assigned
 - 18 LT Command Opportunities
- Opportunity to command at 5-10 YCS
- CO tours in lieu of 2DH or Post-DH tour
- High screen rate for CDR CMD
- Challenging and Rewarding



Screening done with Department Head and Major Command Boards



Post-DH Detailing

- Goal: Prepare Officers for Milestone Screening (CO, XO/XO-SM)
 - Competition is intense
 - DH performance alone may not be enough
 - Milestone screening drives statutory promotions
- Detailers review record focusing on DH performance and beyond
 - EOOW & TAO Letters, CMD Qual, JPME, Masters Degree
 - FITREP Breakouts (Hard and Soft against peer group)
 - FITREP Trait Avg vs RSCA & Summary Avg
 - Command Afloat Recommendations
- Detailers provide guidance on where officers need to go next to improve screening opportunity
 - Post-DH Sea/Operational Duty (30% of billet base and highest priority to fill)
 - Waterfront/Production Tours
 - DC or other high vis community tour
- Detailers timing priority is to maintain two 24-month tours between DH and CDR CMD pipeline

**Post-DH assignments are your last opportunity
to maximize your chances of screening**



Post-DH Assignments

- Reconciliation is the monthly competitive process we use to assign officers to post-DH billets
 - Different than slating
 - Billet quantity outstrips roller supply
 - Downstream fill (DSF) list is the comprehensive list of billets matching roller PRDs
 - Not all billets will be filled each month
 - Shortfalls drive prioritized distribution
 - Current SWO community health: short 400+ O4 and O5 control grade officers
 - Operational assignments are the highest priority to fill
 - Detailer counsel will focus on career progression
- Notional timeline (7 months prior to PRD)
 - 1st week of month: DSF list posted, rollers notified
 - 3rd week of month: Preferences due/Detailer counseling
 - 4th week of month: Reconciliation held, assignments approved by PERS-41, rollers notified

**Final assignments determined based upon career impact,
fill priority, timing, and personal preferences**



CDR CMD/XO Screening - Current

- Surface CDR CMD Board convenes annually in December
 - 1st look LCDR PYG + 2
 - LCDR PYG 17 1st Look in Dec 2019 (CO-Afloat only)
 - 2nd look PYG + 3
 - LCDR PYG 16 2nd Look in Dec 2019 (CO-Afloat, XO-Afloat, or XO-SM)
 - 3rd look PYG + 5
 - LCDR PYG 14 3rd Look in Dec 2019 (CO-Afloat or CO-SM)
 - Only XO-Afloat or XO-SM screen officers w/ CMD qual eligible



CDR CMD/XO Screening - Future

- *Beginning in Dec 2020, CDR CMD Board timing will be anchored to YCS 12*
 - Officers will be considered on the CDR CMD board following their YCS 12 anniversary
 - For most officers, this will be at YCS 12.5
 - 1st look YCS 12.5, 2nd look YCS 13.5, 3rd look YCS 15.5
- Dec 2020 CDR CMD Board Composition
 - 1st look: Mix
 - Officers commissioned between 01OCT07 – 06DEC08
 - Remainder of YG07 and senior officers who promoted to LCDR in FY18
 - 2nd look: LCDR PYG +3
 - LCDR PYG 17 officers who remain eligible for XO/CO, XO afloat, or XO/SM milestones
 - 3rd look PYG +5
 - LCDR PYG 15 3rd Look in Dec 2020 (CO-Afloat or CO-SM)
 - Only XO-Afloat or XO-SM screen officers w/ CMD qual eligible



CDR CMD/XO Slating

- Slating/Tour Length
 - CO: Slate in seniority order (quarterly by FY)
 - Goal: out of command before O6 and MAJCMD boards
 - 18-1-18 is notional fleet up tour timing
 - Slate ~18m before reporting as XO/CO fleet up, ~12m prior for direct input CO
 - XO/XO-SM: Most officers can expect to start pipeline within 9 months of screening
 - Maximize chances of screening on 3rd look via observed XO FITREPs
 - 18m is notional tour length (some 12m unaccompanied)

Milestone screening drives selection to O-5



Post-CDR Command Detailing

- One on one executive detailing based on experience & record
 - 6 to 8 months prior to PRD
 - More PCC Billets than PCCs
 - Will match talent to task; preferences matter
 - Man the Fleet - Will fill sea billets ahead of shore billets
- Three career goals in mind (in priority order)
 - Select for CAPT
 - Screen for Major Command
 - Building your portfolio/future potential
- Break-outs in command determine follow-on tour
 - Hard break-out (EP) – Build skillset, Joint, WC... or Sea Duty/Operational Tour
 - MP or soft break-out – Sea, overseas, community job
- Timing also important
 - Major Command 1st Look/O-6 In-zone is O5 PYG + 5 yrs
 - 2 tours between CDR CMD and MAJ CMD (~4 yr window)



Career Management





Key FITREP Points

BLK 40: Milestone Rec

Clearly state Officer's potential for next career milestone screening

Examples:

- DEPT HEAD: Pre-DH until reporting onboard for 1DH

- CDR CMD AFLOAT: 1DH until reporting onboard as CO

- MAJ CMD AFLOAT: CO thru reporting onboard for Maj Cmd

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: SCP, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						CDR COMMAND AFLOAT	EARLY COMMAND
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.							
*** NUMBER 1 of 5 OUTSTANDING DEPARTMENT HEADS! *** READY TO SUCCEED IN COMMAND TODAY! _____ is the heartbeat of our combat readiness!							
<ul style="list-style-type: none">- OUTSTANDING SURFACE WARFARE LEADER. Unquestionable wardroom leader. An inspirational mentor and dedicated professional. It would be impossible to find a more positive influence for JO development fleet wide. Her drive, mission focus, and command presence are unparalleled - performance on par with two XOs!- MY NUMBER ONE WARFIGHTER. Hands down my best TAO and special evolution OOD! The one I trust to train and qualify my four newest DH TAOs. Developed a comprehensive Strike Group Air Defense Training Plan establishing innovative lines of effort to increase CSG integration - sets the standard for all warfare commanders to follow. Finalist for SURFOR SWO of the Year!- LEADS ENTIRE COMMAND TO SUCCESS! Led us to CNO/SECNAV Safety Awards, authored the Enlisted Women's Leadership Award Winner, and garnered "best CIC team on the waterfront in three years" during ATG Warfare Assessment. Everything she leads turns to gold!							
The most accomplished Department Head I've worked with in two Command Tours! ** FIRST LOOK SCREEN FOR COMMAND AND DETAIL TO OUR MOST VISIBLE COMMUNITY BILLETS! **							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER
42. INDIVIDUAL						X	
43. SUMMARY		0	0	0	1	1	
45. [Redacted]					46. Signature of Individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. [Redacted] I do not [Redacted]		
Member Trait Average: 5.0		Summary Group Average: 4.71					



Key FITREP Points

BLK 41: Comments on Performance

Clear, concise statements above and below narrative

Examples:

- 1 of 5 DEPT HEADs
- 1 of 10 SQDN DHs
- 1 of 5 DHs across all designators

2 lines of bearing:

BLK 40 - CDR CMD Afloat

Correlates to

BLK 41 - SBO language and CAS recommendation

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: SCP, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						CDR COMMAND AFLOAT	EARLY COMMAND
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.							
*** NUMBER 1 of 5 OUTSTANDING DEPARTMENT HEADS! ***							
READY TO SUCCEED IN COMMAND TODAY! _____ is the heartbeat of our combat readiness!							
<ul style="list-style-type: none">- OUTSTANDING SURFACE WARFARE LEADER. Unquestionable wardroom leader. An inspirational mentor and dedicated professional. It would be impossible to find a more positive influence for JO development fleet wide. Her drive, mission focus, and command presence are unparalleled - performance on par with two XO's!- MY NUMBER ONE WARFIGHTER. Hands down my best TAO and special evolution OOD! The one I trust to train and qualify my four newest DH TAOs. Developed a comprehensive Strike Group Air Defense Training Plan establishing innovative lines of effort to increase CSG integration - sets the standard for all warfare commanders to follow. Finalist for SURFOR SWO of the Year!- LEADS ENTIRE COMMAND TO SUCCESS! Led us to CNO/SECNAV Safety Awards, authored the Enlisted Women's Leadership Award Winner, and garnered "best CIC team on the waterfront in three years" during ATG Warfare Assessment. Everything she leads turns to gold!							
The most accomplished Department Head I've worked with in two Command Tours!							
** FIRST LOOK SCREEN FOR COMMAND AND DETAIL TO OUR MOST VISIBLE COMMUNITY BILLETS! **							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER
42. INDIVIDUAL						X	
43. SUMMARY		0	0	0	1	1	
45. [Redacted]						46. Signature of Individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. [] I do not []	
Member Trait Average: 5.0						Summary Group Average: 4.71	



Key FITREP Points

BLK 41: Comments on Performance

Narrative should speak to what we value for Command at Sea

Specifically, proficiency in:

- Leadership
- Tactical watch standing
- Shiphandling

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: SCP, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						CDR COMMAND AFLOAT	EARLY COMMAND
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.							
*** NUMBER 1 of 5 OUTSTANDING DEPARTMENT HEADS! *** READY TO SUCCEED IN COMMAND TODAY! _____ is the heartbeat of our combat readiness!							
<ul style="list-style-type: none">- OUTSTANDING SURFACE WARFARE LEADER. Unquestionable wardroom leader. An inspirational mentor and dedicated professional. It would be impossible to find a more positive influence for JO development fleet wide. Her drive, mission focus, and command presence are unparalleled - performance on par with two XO's!- MY NUMBER ONE WARFIGHTER. Hands down my best TAO and special evolution OOD! The one I trust to train and qualify my four newest DH TAOs. Developed a comprehensive Strike Group Air Defense Training Plan establishing innovative lines of effort to increase CSG integration - sets the standard for all warfare commanders to follow. Finalist for SURFOR SWO of the Year!- LEADS ENTIRE COMMAND TO SUCCESS! Led us to CNO/SECNAV Safety Awards, authored the Enlisted Women's Leadership Award Winner, and garnered "best CIC team on the waterfront in three years" during ATG Warfare Assessment. Everything she leads turns to gold!							
The most accomplished Department Head I've worked with in two Command Tours! ** FIRST LOOK SCREEN FOR COMMAND AND DETAIL TO OUR MOST VISIBLE COMMUNITY BILLETS! **							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER
42. INDIVIDUAL						X	
43. SUMMARY		0	0	0	1	1	
45. [Redacted]					46. Signature of Individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. [] I do not []		
Member Trait Average: 5.0					Summary Group Average: 4.71		



Key FITREP Points

BLK 42/43/45: Trait Average

Clear, concise, and consistent message

3 lines of bearing:

BLK 40 - CDR CMD Afloat

Correlates to

BLK 41 - SBO language and CAS recommendation

BLK 42-45 – HBO with numbers to match

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: SCP, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						CDR COMMAND AFLOAT		EARLY COMMAND	
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.									
*** NUMBER 1 of 5 OUTSTANDING DEPARTMENT HEADS! *** READY TO SUCCEED IN COMMAND TODAY! _____ is the heartbeat of our combat readiness!									
<ul style="list-style-type: none">- OUTSTANDING SURFACE WARFARE LEADER. Unquestionable wardroom leader. An inspirational mentor and dedicated professional. It would be impossible to find a more positive influence for JO development fleet wide. Her drive, mission focus, and command presence are unparalleled - performance on par with two XO's!- MY NUMBER ONE WARFIGHTER. Hands down my best TAO and special evolution OOD! The one I trust to train and qualify my four newest DH TAOs. Developed a comprehensive Strike Group Air Defense Training Plan establishing innovative lines of effort to increase CSG integration - sets the standard for all warfare commanders to follow. Finalist for SURFOR SWO of the Year!- LEADS ENTIRE COMMAND TO SUCCESS! Led us to CNO/SECNAV Safety Awards, authored the Enlisted Women's Leadership Award Winner, and garnered "best CIC team on the waterfront in three years" during ATG Warfare Assessment. Everything she leads turns to gold!									
The most accomplished Department Head I've worked with in two Command Tours! ** FIRST LOOK SCREEN FOR COMMAND AND DETAIL TO OUR MOST VISIBLE COMMUNITY BILLETS! **									
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER		
42. INDIVIDUAL						X			
43. SUMMARY		0	0	0	1	1			
45. [Redacted]							46. Signature of Individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. [] I do not []		
Member Trait Average: 5.0							Summary Group Average: 4.71		



Statutory Board Considerations

- Ensure promotion recommendation included in blk 41
- Screening status is not part of record – need to tell the board what the Community has decided
- Lead FITREP bullets should read:
 - MAJOR COMMAND: **Screened Major Command**
 - CO-Afloat screened officers: **Screened Commander Command Afloat**
 - CO-SM screened officers: **Screened Commander Command**
 - XO-Afloat screened officers: **Screened for Executive Officer Afloat**
 - XO-SM screened officers: **Screened for Executive Officer**
 - DH screened officers: **Screened for Department Head**
 - DH screened officers w/contract: **Screened for Department Head/DH Contract Signed**

Document success at-sea to support promotion



Bottom Line

- Recent career path changes are facilitating more at-sea/operational time – which will lead to more experienced SWO cadre manning the fleet.
- Performance in milestone tours remains the primary consideration in next milestone screening.
- Selection to and subsequent superior performance at key post-milestone assignments is increasingly significant to follow on milestone screening.

Contact your detailer!



PERS 41



Questions and Answers